



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3215
PHONE: (213) 974-0383 FAX: (213) 626-5427

J. TYLER McCAULEY
AUDITOR-CONTROLLER

November 18, 2005

TO: Supervisor Gloria Molina, Chair
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley *John Naimo FOR*
Auditor-Controller

SUBJECT: eCAPS Project Status Report – November 2005

These bi-monthly project status reports are to keep your Board apprised of progress in meeting deliverables and identifying issues that may affect successfully implementing this enterprise application (eCAPS Project). The status report covers both monitoring of the July 2005 implementation of the Phase I modules and the planning and implementation of the Phase II expansion. The CIO is providing project oversight and quality assurance during both phases of the project.

The eCAPS Project implemented all planned modules by July 1, 2005, and has completed the conversion from the CAPS application to eCAPS. The current focus of the eCAPS Project is to:

- Address the final steps to complete the Phase I conversion – 1099 conversion and planning for the annual close for FY 2005-06;
- Assist Departments with questions or problems in using the new application;
- Resolve any problems identified in the setup, the new approach to reporting and report distribution; and
- Begin the design and development phases for the five subprojects of Phase II.

Project Status

Project On Schedule:	Yes
Project Within Budget:	Yes
Issues Requiring Attention:	Reports, Technical setup for Phase II
CIO Oversight Concerns:	Yes

Phase I - Project Accomplishments This Period

Project accomplishments since the last status report include:

- Provided follow-up training, refresher classes and workshops in areas of document processing, contract administration, reporting, approvals and vendor maintenance for departments;
- Moved the nightly processing cycle from a manual process to the automated Control-M scheduling application at ISD; monthly and special processes remain to be completed;
- Began the reconfiguration of the security setup for department payments to better match department internal control plans and dollar thresholds for approval; the process is planned to be completed in November;
- Worked with the Treasurer/Tax Collector to plan the re-establishing of warrant processing with Citibank bank accounts; this was temporarily switched to Bank of America due to Citibank not being able to meet the eCAPS implementation schedule;
- Worked with the CIO, ISD and COGNOS representatives to analyze and reconfigure the reporting services and application to address access and performance problems with reports;
- Supported the Auditor-Controller Help Desk after go-live to respond to user issues and problems;
- Implemented an upgrade to the hardware processors and memory; and
- Installed the new equipment for eCAPS Phase II.

Planned Activities for Next Reporting Period

The eCAPS Project Team's focus for the next two-month period for Phase I activities is to:

- Complete the revision of the planned COGNOS reports to improve access and performance;
- Establish a regular process for department access to daily and monthly reports;
- Update eCAPS based on Board of Supervisors final budget actions;

- Analyze the nightly cycle with emphasis to shorten the processing time in preparation for the implementation of Phase II modules; and
- Plan for the 1099 processing for 2005.

Phase I - Project Issues and Corrective Actions - Reports

The main problem area continues to be providing adequate, timely daily and monthly reports to departments. The planned approach to reporting has been significantly revised to respond to problems identified in the performance of the COGNOS application; the volume of data being processed; limitations departments have been experiencing in processing reports; and the report and data warehouse design.

In order to address the performance problems several steps have been taken:

- Ad-hoc reporting capabilities have not been allowed and are just beginning to be tested on a limited basis;
- COGNOS has provided on-site consulting and analysis services to assist the County in researching the cause of performance problems and to develop solutions for improvement;
- Reports designed for departments to run during the day have been redesigned to be run at night and provided to departments in a PDF format;
- Reports have been redesigned to be run by individual departments and placed in a department folder structure for easier access;
- Additional hardware and processors have been allocated to the reporting area;
- Additional staff have been re-assigned to work on reports; and
- Additional reports have been created to address department reporting needs.

Other Issues

In addition to the regular reporting requirements, departments have a need for one-time queries and the ability to report on the department elements of the chart of accounts. Much of this can be obtained on-line, but due to the volume of transactions associated with the regular monthly reports an ad-hoc reporting or data export capability would be helpful.

Due to the performance problems described above, resolution of a short-term and long-term approach for ad-hoc reporting has been delayed. As the countywide regular

monthly reporting process is improved, resources will be shifted to address this specific department-by-department need.

Phase II – Accomplishments and Planned Activities for the Next Period

On April 19th the Board of Supervisors authorized an amendment to the eCAPS contract with CGI-AMS for five subprojects to the eCAPS Project:

- Budget Preparation (Go-live scheduled for January 2006)
- Time Collection (Go-live pilot scheduled for February 2006)
- Materials Management – Procurement, Inventory, Fixed Assets (July–Nov 2006)
- Human Resources Design (Design completed May 2006)
- Legacy System Analysis (Analysis completed May 2006)

The first two subprojects (Budget Preparation and Time Collection) began in April, have completed the design phase for each subproject, and are currently in the development phase. The remaining three subprojects have all been started and are proceeding with different tasks of the design phase.

Budget Preparation (BP)

A project team of six County staff has been established with the Team Lead and one member from the CAO; one member from the Auditor-Controller; one member from the Sheriff; one member from DPW and one member from ISD. CGI-AMS currently has ten members. The team has:

- Completed the Project Control Document for the BP subproject;
- Held the project kick-off meeting;
- Installed the software; developed prototyping scripts and completed the planned prototyping sessions;
- Held at least eight informational sessions with departments to gather information on the department's existing budget preparation requirements;
- Completed project team training on the application; and
- Begun configuring the application in preparation for implementation.

The Implementation Analysis Document (IAD), a key project milestone, was submitted by CGI-AMS and reviewed by the County. The BP module uses a similar toolset as the financial modules for making changes to pages, tables and forms. A number of changes have been proposed in the IAD for implementation and can be handled within the current contract. The eCAPS Project Team and the eCAPS Advisory Committee are not recommending any contract changes for this purpose at this time. There are three areas where a Change Notice to the contract may be necessary in the future, but alternatives are being explored. These areas are:

- **Providing additional COGNOS reports** – The contract provides for 75 new reports/structured queries and the Budget Preparation Team continues to review needs with the CAO's office for January's implementation and with departments for next budget year.
- **Providing additional capabilities for departments to do analysis** on budget alternatives, proposals and changes after the initial department submissions to aid in the review process during later stages of the budget process.
- **Potential interface requirements** to or from other applications that develop or use budget information.

The project team is completing its review of budget reports; configuring the application; converting data for implementation and preparing materials for training the CAO analysts in December in preparation for going live with the new application in January 2006 when budgets are received from departments.

Required Change Notice

The budget preparation module will be operating in a hardware environment separate from the Phase I financial modules. The amendment approved by the Board included resources for this acquisition. Due to the project activities of preparing the production environment for Phase I modules and the normal end-of-year moratorium on new purchases, the equipment purchase was processed in August and September. This delayed the delivery and installation until October.

The original project plan in the contract amendment provided for a key milestone for performance testing to be completed in early November. The late purchasing process by the County and delays in installing the new equipment will not leave sufficient time to complete performance testing by the scheduled date. A Change Notice (#3) has been authorized by the eCAPS Advisory Committee to move the deadline for performance testing to January 16, 2006. This will not require additional funding and will not affect the planned go-live date.

Time Collection (TC)

A project team of six County staff has been established and relocated to available DHS office space in El Monte. The County team consists of a Team Lead and two members from DHS; one member from Auditor-Controller; one member from the Sheriff; one from ISD and one member from DPW. The team has:

- Completed the Project Control Document for the TC subproject;
- Held the project kick-off meeting and project team training;
- Developed prototyping scripts and conducted prototyping;

- Held several informational sessions with departments to gather information on the departments' existing timecard requirements;
- Completed the Implementation Analysis Document (IAD) for Time Collection;
- Planned a pilot implementation for Rancho Los Amigos and held a kick-off meeting for co-trainers; and
- Planned a roll-out schedule to all DHS facilities.

The project team developed over 130 prototyping scripts to review use of the application to meet both DHS and countywide business needs. Based on these reviews the eCAPS Project Team is proposing six modifications to the application for the following functionality:

- **Expansion of the Unit Codes** – this brings the Time Collection application in line with County's financial chart of accounts;
- **Identification of the Reason for Overtime** – an additional field and table are being added for users to specify the reason for overtime when entered on the timecard to improve the County's ability to track the reasons for overtime;
- **Six Character Work Patterns** – the base file of five characters is being expanded to accommodate the County's six-character work pattern;
- **COGNOS Single Sign-on** – this is identical to the modification in the financial application and is being provided by CGI-AMS at no further cost to the County;
- **Addition of a new field to maintain the current CWTAPPS MDF field** – Departments maintain a variety of information in the current CWTAPPS application in a Management Data Field (MDF) and is being replicated in eCAPS;
- **On-demand approvals** – The base application provides for one approval of a timecard per time period; DHS and the Sheriff require a more frequent approval of timecards based on a periodic review by the supervisor.

The eCAPS Advisory Committee has reviewed the business need for these requirements and approved the processing of Change Notice #4 for an amount of \$467,650 to incorporate these six modifications to the Time Collection application. The last modification, On-demand Approvals, is the most costly (\$313,500) and is planned for completion in May 2006.

Required Change Notice

The Time Collection module will be operating in a hardware environment separate from the Phase I financial modules. The amendment approved by the Board included resources for this acquisition. Due to the delay in the setup of the new equipment and

the priority of setting up the budget preparation environments, the creation of the hardware environments for Time Collection will be completed later than originally planned. This will require a Change Notice to move several of the key milestones. The exact dates will be determined when final agreement is reached between the eCAPS Project Team, ISD and CGI-AMS. It is anticipated that the pilot at Rancho Los Amigos will begin in February or March.

This Change Notice will not require additional funding. A proposal is being prepared by CGI-AMS, at the request of DHS and the eCAPS Project Team, to provide additional support to DHS for data conversion, training assistance, and implementation support beyond the original contract period to assist in rolling out the new Time Collection application to all DHS facilities. This will be reviewed and considered for approval by the eCAPS Advisory Committee.

Materials Management (MM)

The Materials Management area covers three functional teams: Procurement with Vendor Self-service, Inventory and Fixed Assets. The teams have:

- Completed the Project Control Document for the MM subproject;
- Held the project kick-off meetings and conducted project team training;
- Developed prototyping scripts and initiated prototyping sessions for each of the areas;
- Held several informational sessions with departments to gather information on the department's existing requirements; and
- Vendor Self-service team met with the CGI-AMS to discuss modifications proposed by the County that will be considered for inclusion in the future Advantage 3.7 release.

The project team has developed over 130 prototyping scripts.

HR Design

The HR Design subproject will review the County's business requirement in all seven functional areas of HR administration, Benefit Administration, Time and Attendance, Payroll, Compensation, Recruitment and Employee Self-service to develop both a Fit-gap analysis and Implementation Analysis Document for all the modules. The Time Collection subproject described above addresses a subset of the County's requirements for some of these areas, but the HR Design will conduct a complete review. The activities of the subprojects will be coordinated to assure consistency in direction. The team has:

- Completed the Project Control Document subproject;
- Held the project kick-off meeting and project team training;

- Completed a review and validation of the County's business requirements;
- Begun developing prototyping scripts; and
- Held several informational sessions with departments to gather information on the department's existing requirements.

The main task for this subproject will be to begin prototyping sessions for each of the functional areas.

Legacy System Analysis

The scope of the Legacy System subproject is comprised of three areas of analysis:

- **FAS Review** – A review of the DPW business requirements to move the department off of the FAS financial application and completely on to the eCAPS application is being conducted. DPW currently interfaces transactions to eCAPS for General Ledger, budget control and accounts payable.
- **Interest Allocation** - The legacy interest allocation application is being reviewed for incorporation into eCAPS.
- **Comprehensive Annual Financial Reporting (CAFR)** - The information and process for obtaining information from eCAPS to develop the annual CAFR will be reviewed to assure the proper information is available for development of next year's CAFR.

The project team has begun the review of the FAS application and processes. A scope for the review has been developed and the interaction with the other Phase II teams has been defined. This is important so as to not duplicate efforts and to develop a single approach to the FAS transition to eCAPS. The planning meetings for the other two areas of analysis have not been started due to current year priorities, but will be initiated shortly.

CIO Oversight Concerns and Recommendations

Recognizing the importance of reporting and its support of County business processes, efforts are underway to aggressively address this issue. The CIO is leading a working group comprised of the Auditor-Controller, ISD, COGNOS, and CGI-AMS to develop a strategy identifying short and long-term solutions to assure that County reporting needs are met. These include:

- Performing capacity planning to increase the stability of current reporting environment. The CIO is engaging COGNOS to perform an environmental analysis and to make recommendations for improvement.

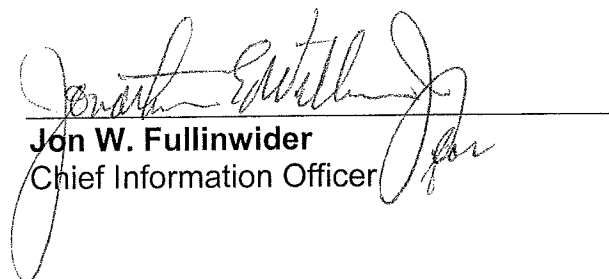
- Reworking selected critical Phase I general ledger reports to improve their performance and the timeliness of information. CIO is engaging COGNOS to work with eCAPS reporting staff to identify and implement these improvements.
- Implementing lessons learned and best practices to develop Phase II budget reports.
- Examining the Phase I reporting design and structure to identify long-term improvements needed to optimize the delivery of County reports. The CIO is facilitating meetings with CGI-AMS and COGNOS technical experts to identify those improvements.

We expect to have an action plan in place within the next two weeks to address these items. We will continue to monitor the reporting issues closely and will work expeditiously to bring them to closure.

JTM:rad

c: Chief Administrative Officer
eCAPS Advisory Committee
Information Systems Commission
County Counsel

Reviewed by:



Jon W. Fullinwider
Chief Information Officer